



Newark **Forward**

A Blueprint for Equitable Growth
and Opportunity in Newark

October, 2018



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Message
from the
Mayor



DEAR NEWARKERS,

As I began my second term as Mayor, I wanted to get the advice of Newark leaders from a wide range of backgrounds and perspectives on possible initiatives to continue Newark’s progress in public safety, inclusionary development, affordable housing, community engagement, job creation, education and other important areas.

I asked Nancy Cantor, Chancellor of Rutgers-Newark and Vivian Cox Fraser, President/CEO of the Essex County Urban League to structure committees led by my senior team and community partners whose discussions would become Newark Forward, a community vision for the city’s next stage of progress. I want to thank Nancy Cantor and Vivian Cox Fraser and the committee members for their dedication, hard work and excellent recommendations.

The focus of the Newark Forward vision is equitable opportunity and growth so that all residents in all of our neighborhoods will benefit from the extraordinary development and investment taking place in our city and be able to live better, more productive lives, with our young people receiving the preparation they need to lead Newark to a prosperous future marked by social, economic and racial justice.

Sincerely,

Ras Baraka



Executive Summary

Collaboration and Collective Impact: Driving Transformation

The transformation of Newark over the past four years has been driven by strong collaborations involving the entire community: community activists, colleges and universities, businesses large and small, labor unions, clergy, traditional public and charter schools, non-profits, philanthropies, faith-based communities, and more. Collaborations that began during Mayor Baraka's first term have been the engine of Newark's progress in reducing crime, bringing the arts to neighborhoods, employing Newark residents, increasing the purchase of goods and services of Newark businesses, increasing the number of residents attending college, expanding summer youth employment, developing new affordable housing, providing homes and jobs for homeless individuals, helping women in crisis get back on their feet and more.

Some of those collaborative efforts include the Safer Newark Council, Newark City of Learning Collaborative, Newark 2020, the Newark Street Teams, Newark Street Academy, Opportunity Youth, Port Employers Council, Police/Clergy Patrols, Shani Baraka Center and, of course, this Newark Forward Report.

Mayor Baraka's strategy makes Newark unique among American cities. Collaboration is how things get accomplished in Newark. Newark is governed collaboratively, while most cities are

governed hierarchically. What has been remarkable about the current trajectory of Newark's growth is the commitment of the Administration and its community partners to make collaboration part of a continuous learning process focusing on ensuring sustained "equitable" growth. The ability of the Mayor, his team and community leaders and stakeholders to mobilize themselves across sectors and to begin harnessing the expertise needed to build a culture of equitable growth is the hallmark of Newark's transformative journey.

Equitable Growth: The Overarching Goal

The future of Newark envisioned in this report is the product of the collective effort of Newarkers to achieve equitable growth resulting in a city democratically governed by social, racial, and economic justice. We seek to be a city in which every child has the opportunity for a world class education, every person has a decent affordable home and a living wage job, every neighborhood is a safe neighborhood, and no individual is poisoned by a toxic environment.

Today in Newark, as in many cities, we see home-grown strength and talent alongside the consequences of decades of segregation and marginalization—poverty side-by-side with

prosperity and investment. The challenge over the next four years and beyond is to create a culture of participation and inclusion that enables inequality to be replaced by equitable opportunity, prosperity and growth, rather than the gentrification and displacement that describes too many American cities. The big challenge facing Newark in 2018 is to harness the many billions of dollars being invested—in real estate development, in new business development, in cultural and educational and health care institutions, in technology infrastructure—to create equitable opportunities for all residents in education, jobs, capitalization of local businesses, affordable housing, improved health, citizen engagement and the arts.*

Mayor Baraka is determined to take on this challenge. It was an important focus of his first term in office. While no one wants to stop the "avalanche of investment" in Newark, everyone, at the same time, wants to work together in solidarity across sectors to ensure prosperity and opportunity—for the current residents of Newark, for the future generations of citizens, professionals, and leaders being educated now in Newark, as well as for those who increasingly are moving to Newark as it moves forward.* This report is a blueprint for equitable growth.

The Newark Forward Initiative

Mayor Baraka, recognizing the urgent need for equitable opportunity and growth so that residents can live better, more productive lives and that young people can become stakeholders in their city's future, sought the advice of a cross-section of Newark leaders early in his second term, to recommend initiatives that the City might take to continue its progress in public safety, inclusionary development, community engagement, job creation and other important areas. He asked Nancy Cantor, Chancellor of Rutgers-Newark and Vivian Cox Fraser, President/CEO of the Essex County Urban League to co-convene a series of discussions led by his senior team and community partners that would form the basis of Newark Forward, the vision for the city's next stage of progress. This plan led to the formation of seven committees paneled by a diverse group of residents, citizens, and stakeholders from different backgrounds and perspectives.

* Cantor, Nancy, Cooper, Tai, Brown, Marcia and Englot, Peter (2018). Tackling "The Two Americas" with City-Wide Collaboration in Newark. Journal on Anchor Institutions and Communities. Vol. 2.

Themes in Common, Overlapping Activities, and Synergies

As the seven committees discussed their individual visions in the areas of their expertise, important themes, overlapping activities, synergies, and approaches emerged that they hold in common. These commonalities reflect necessity of collaboration in shaping the future of Newark and the immense power of an "equitable growth" framework. A few are noted below:

Create a pre-school through college ecosystem in the city that weaves together college attainment with career opportunities leading to more students living, working and leading in our city. Our children are our future and the achievement of an equitable and prosperous Newark depends



upon increasing the numbers of residents with the education and skills to be active participants in the changes taking place. Several recommendations include:

1. Convene a broad-based city-wide literacy campaign.
[Recommended by Education and Workforce Development Committees](#)
2. Create robust career track programs available to youth and adults in fields of growing employment.
[Recommended by Environmental Sustainability and Workforce Development Committees](#)
3. Hold college and career readiness workshops throughout the city.
[Recommended by Education and Environmental Sustainability Committees](#)

Break down silos across public and private divides. Authentic public engagement is about culture change and an end to "business as usual." Not surprisingly, this can be very difficult not only for city employees who have typically been segmented from social innovation and entrepreneurship, but also for corporate leaders, universities and the community development sector who are also key to success in Newark. So, several recommendations include:

1. Create emergency housing for victims of domestic violence and other emergencies.
[Recommended by Public Safety and Housing Committees](#)
2. Develop a comprehensive workforce development system including existing City, non-profit and private job training and placement entities.
[Recommended by Workforce Development and Education Committees](#)



Community Engagement must be at the heart of every City/Private initiative. Mayor Baraka’s campaign mantra of “When I’m the Mayor, You’re the Mayor” is a call to action that in every sector, residents must be offered more concrete and direct ways to engage with the city and the changes taking place. Several recommendations to empower residents to become more involved include:

1. Create a Community Engagement Commission.

Recommended by Community Engagement and Workforce Development Committees

2. Establish a welcome desk at City Hall and update City directory to inform residents where to go for City services and resources.

Recommended by Community Engagement, Housing and Inclusive Development Committees

3. Provide training for City staff on customer service and public engagement.

Recommended by Community Engagement and Inclusive Development Committees

Ensure strong neighborhoods with healthy environments to empower residents and reduce crime.

Newark’s environment forms the context in which everyone in the city lives, works, and plays. The environment can support health and prosperity, or it can be a factor contributing to illness, inequality, and barriers to economic opportunity. Recommendations to improve the city’s built environment include:

1. Create and maintain green spaces in every neighborhood to enhance quality of life by beautifying streets, providing outdoor recreation and gardening and reducing heat and flooding.

Recommended by Environmental Sustainability, Inclusive Development and Public Safety Committees

2. Coordinate infrastructure improvements such as sidewalks and landscaping in coordination with neighborhood plans and concentrations of development.

Recommended by Inclusive Development, Housing and Environmental Sustainability Committees

3. Align financial instruments, policy and enforcement to ensure that underutilized properties and potentially harmful sites are remediated and put to productive use.

Recommended by Environmental Sustainability and Housing Committees

Communicate effectively about the work. We must effectively communicate with a public that is tired and beleaguered from so many attempts at revitalization and unfulfilled promises over the years. It is crucial to explain the approaches underway to tackle social problems that confront the community. Equally important is to inspire and motivate residents to be active participants in transforming their city. Examples of this perspective in the recommendations include:

1. Use every available communications medium to spread public information and promote civic participation.

Recommended by Community Engagement and Workforce Development Committees

2. Create People’s Assembly to bring information to residents about City initiatives and programs and provide resident input on meeting community needs.

Recommended by Community Engagement and Inclusive Development Committees

Engage youth. We must become more of a “child-centric” city, not just talking about young people but putting them in positions to contribute and even lead. Mayor Baraka has shown how to effectively engage our youth in Newark in change and innovation. Some of the recommendations concern getting feedback from youth on all the ways that living in this city affects them—from education to public safety to civic participation. Recommendations affecting youth include:

1. Strategically use City’s government access channel with programs to help adults and young people to learn about city services, initiatives and resources.

Recommended by Community Engagement and Inclusive Development Committees

2. Enact a school district wide response to children who witness violence; mentoring for victims, healing centers.

Recommended by Public Safety and Education Committees

3. Make robust career track programs available to youth and adults.

Recommended by Education, Environmental Sustainability and Workforce Development Committees

4. Increase use of social media to engage a broad cross-section youth and provide a platform for young people to get information on ways they can get more involved.

Recommended by Community Engagement and Education Committees

Renew neighborhoods collaboratively and holistically. If our vision is to ensure a neighborhood that is safer and more livable; with new and rehabilitated housing; additional stores; good quality City services and recreational facilities;



a healthy environment and cleaner streets, it is important for City departments to work collaboratively with each other, with residents and with local organizations and non-profits in an all-out effort to improve the quality of life. An example of this perspective in the recommendations is:

1. Create a model neighborhoods initiative to pull together the human and financial resources of government agencies, nonprofits, residents and other area stakeholders to transform neighborhoods into communities of prosperity. Such an initiative will bring an increased presence from police, code enforcement, health, public works.

Recommended by Community Engagement and Workforce Development Committees

2. Create People’s Assembly to bring information to residents about City initiatives and programs and provide resident input on meeting community needs.

Recommended by Community Engagement and Inclusive Development Committees

Coordinate and centralize City grant applications.

For both public and private grants, whether obtained through the Philanthropic Liaison or individual city departments, there is a need for multiple city agencies and departments to collaborate from application, to internal and Council approval in identifying grants to seek, implementing grants and reporting to grant sources. Further, opportunities to leverage public and private

funds can be lost if they are kept in departmental siloes. Finally, existing grant-writing and grant management staff capacity at the city is limited. An example of this perspective in the recommendations of several committees include:

1. Create an Office of Grant Management in the Business Administrator’s Office. This office would focus on the public grant process by seeking out new grant opportunities, coordinating all public grants across departments, ensuring accurate implementation and reporting, monitoring compliance with relevant government regulations, and writing grant applications.

Recommended by Education, Environmental Sustainability and Workforce Development Committees

In supporting the work of the Newark Forward Committees, the co-conveners stressed the importance in the report of enhancing and sustaining existing collaborations initiated in the first term of the Baraka Administration, identifying ways to collaborate on solutions and possible collaboration partners and specifying a time frame for achieving recommendations, specifying **Low Hanging Fruit** (immediate), **Short-Term** (less than one year) and **Long-Term**, (more than one year). With the unique vision and strong leadership of Mayor Baraka and the collaboration of thousands of dedicated individuals and groups, Newark has a clear path forward to equitable inclusionary progress over the next four years.



Recommendations



Inclusive Development

Equitable growth requires development that is inclusive. Inclusive development is 1) development that involves local community input of the immediate neighborhood or city at large providing a realistic opportunity for women, people of color, local residents, artists, entrepreneurs, non-profit leaders, and people of low- and moderate-income to become developers of housing or commercial space and 2) inclusive access to resources in housing, jobs, procurement and other community benefits from developers to the community.

Key Recommendations

A. Create an Equitable Growth Advisory Council. Establish an independent Equitable Growth Advisory Council with representatives from non-profits, developers, community, business and academia (appointed by mayor and City Council). A central function would be to evaluate Newark's growth plans against the goal of increased access to opportunity for all residents, identify barriers to housing opportunity and suggest goals and offer strategies for meeting them. In this way, the Council will help to ensure that Newark's redevelopment activity promotes inclusiveness rather than inequality and is a model for fair housing in central cities.

B. Focus on development in targeted corridors within each ward.

Begin by creating programs, events and initiatives along the corridors in collaboration with Community Based Organizations, Business Improvement Districts and key stakeholders in/along the corridors. Prioritize targeted corridors for the affordable housing fund through the Inclusionary Zoning Ordinance and focus resources there. Identify vacant properties along/adjacent to the corridors that the city can reclaim through the Abandoned Properties Redevelopment Act. Focus on parking challenges in corridors, better enforce meter parking to allow for customer turnover and explore permit parking solutions in some areas. Develop a streetscape improvement priority list including bike lanes, bump outs, plantings, signage, etc. Incorporate art/artists in the corridor work and identify mural opportunities, program opportunities during festivals/outdoor events. Consider an "adopt a corridor" program in partnership with anchor institutions that are already doing work in workforce development and local procurement.

C. Advance local procurement initiatives that increase small business contracting participation with the city and corporations/anchors.

Improve the city's website for procurement, bids and RFP/

RFQs and make it more easily accessible from the homepage. Hold an annual conference with other public entities and anchor institutions to explain upcoming procurement opportunities for the year; include technical assistance support services for small business owners. Strengthen the entrepreneur and small business ecosystem through capacity building programs and training. Prioritize city's top areas of spending and ensure procurement training content areas are tied to spend categories. Identify barriers to securing "low hanging fruit" contracts and subcontracts for development projects. Explore breaking out larger contracts into smaller pieces to allow for more opportunity for local businesses.

D. Develop comprehensive programs that further entrepreneurship.

Increase capacity building and training programs for businesses that can scale. Strengthen the existing business service providers network to better serve entrepreneurs and small business owners. Strengthen entrepreneurship and small business mentoring opportunities where existing business owners can take on a mentee and help them grow their business in the same field. Create an entrepreneurship guide, clearinghouse and process (virtual and print) that includes all resources public and private available in the city. Establish a clear system to help navigate the process.

Housing

Introduction: The committee embodied different aspects of the community-at-large including developers, City officials, and Nonprofit and for profit organizations. Such as Rutgers-Newark, Habitat for Humanity, The RBH Group, New Community Corporation, Urban League of Essex County to name a few. We focused on protecting Newark residents from discrimination when they are renting, buying, or securing financing for any housing and advancing social and economic justice in housing. We sought to steer the production of housing across all five wards to be more inclusive and proactive. Newark is growing rapidly, and we now have the ability to shape its direction by targeting the kind of housing we need and establishing a streamlined process for development.

Key Recommendations

A. Enact stronger measures to stabilize and preserve existing affordable housing .

Prevent evictions by enacting a Right to Counsel Ordinance. Create an Anti-Discrimination Ordinance and/or an Office of Housing Discrimination. Prevent foreclosures by supporting Assembly Bill 5138 also known as the 2018 Moratorium on Foreclosures in NJ. Strengthen rent control by ensuring landlord registration and compliance enforcing a deadline for mandatory annual registration in addition to the annual registration fee) Increase compliance/enforcement capacity by assigning or designating a code enforcement officer to the Rent Control Office. Revise the Rent Control Ordinance to clarify ambiguities and specify clear agency powers. Create a report on when buildings could expire from affordability controls and threats to existing Newark Housing Authority units and a plan to address this threat.



B. Produce more housing targeted to needs of specific groups.

Develop more targeted housing including supportive and transitional housing for the homeless, housing for those with disabilities, veterans, artists, LGBTQ community, and teachers. Incentivize housing by anchor institutions- universities, hospitals, major employers and other institutions committed to helping the community at large. Use experimental housing models aimed at creating novel low-income communities. (i.e. Tiny House Villages, Container Villages).

C. Create a land bank.

A land bank similar to that of Detroit would reduce the number of properties owned by the City and spur property ownership by Newark residents and the production of additional affordable housing. The land bank possibly managed by the Newark Community Economic Development Corporation would own and manage presently city-owned property and accelerate their transfer to private ownership. Funding sources might include federal grants (Hardest Hit Funds) as well as financial support from the operating budget of the City of Newark and private philanthropic donations. Its property would consist of vacant lots, abandoned houses, and many other structures that were forced into tax foreclosure. The land bank could sell houses on its website through auctions, Own It Now programs, and Rehabbed & Ready programs. Other major initiatives of the organization might include demolition, community partnership, nuisance abatement and economic development.

D. Streamline Housing Development Processes.

The permitting process should be streamlined by create a One-Stop Shop Office/Center. A requirement/checklist flow chart easily accessible to the public to increase knowledge the requirements for each department i.e. Planning Board, Zoning Board, Rent Control Board, Buildings Department etc. Transferring foreclosed property to a land bank as described above would speed up the acquisition process.



Community Engagement

Without community engagement “equitable growth” becomes a meaningless slogan. Community engagement requires the active participation of residents, community groups and stakeholders in the decisions that affect their lives and shape the future of the City. Mayor Baraka’s vision for Newark’s future, is a city in which all residents have the opportunity to actively be part of the changes taking place. Being engaged may look different to different people. There needs to be a broad range of ways for engagement and mechanisms in place to support that involvement. Our recommendations focus on actions that allow the City to build an infrastructure to implement the Mayor’s vision of Newark as a national leader for civic participation and empowerment.

Key Recommendations

A. Executive Order on Community Engagement.

The Committee recommends that the Mayor codify by Executive Order, ordinance, or resolution his expectation for community engagement so that it becomes a part of the City’s social fabric for years to come. This policy statement should provide a clear understanding of the City’s commitment to community engagement. It should mandate transparent communication with the community on programs, projects and initiatives that impact residents, raise awareness of City plans and decisions and enable informed decision-making.

B. Require City departments to have community engagement plans.

City Departments should be required to develop and live by community engagement plans that address Improving communication with residents, educating, informing and empowering residents as leaders, using metrics to assess success in improving engagement, allocating funds to support community engagement activities and producing a bi-annual State of Community Engagement Report outlining and measuring activities throughout the year.

C. Make City Hall More User-Friendly.

Establish a Welcome Desk at City Hall and update the directory to help residents figure out where to go for various services and resources in City Hall. Provide training for staff on customer service and public engagement both in person and over the phone. Change parking requirements on Franklin Street to create dedicated spots for residents visiting City Hall. Improve the existing entrance to City Hall with better lighting, more customer service friendly officers and décor that promotes key city initiatives. Install kiosks to help navigate the building and update signage.

D. Create a Newark People’s Assembly (NPA).

This initiative is already in process, based on the community assembly established by Mayor Lumumba in Jackson, Mississippi. It will be a mechanism to empower residents by bridging the gap between community and City Hall, insure that City decision-making is based on the wants and needs of the people and encourage more residents to become involved. It will enable Newark’s decision makers to take into account the



opinions of a broad range of stakeholders when considering or modifying programs, projects, initiatives, planning strategies and development that can impact their lives. The Assembly will be held meetings by Ward and will consist of individuals and groups that live, work, play, study, visit, or invest in Newark. It will meet regularly and give community stakeholders the opportunity to learn from City departments and agencies about initiatives affecting their wards, provide feedback on those initiatives and give communities the opportunity to bring to the City’s attention issues affecting their wards. An important mission of the Assembly will be to encourage and facilitate residents becoming involved in one or more of the groups working to better their neighborhoods.

Public Safety

In a city dedicated to equitable inclusive growth, all areas must be made safe and residents must take responsibility for their neighborhoods and be involved in a collaborative effort to reduce crime. More police on the streets is only part of an effective strategy to make the city safer. Over the past four years, crime in Newark has been significantly reduced through building trust between residents and the police, working to restore past levels of police staffing, increasing the number of officers on the street and deploying the latest law enforcement technologies. This effort has been helped enormously by the data, research, analysis and recommendations of the Safer Newark Council (SNC), a partnership of the Mayor’s Office, Rutgers-Newark, the Victoria Foundation, Prudential Financial, the Newark Community Development Network and the Newark Department of Public Safety. In order to continue the momentum toward a safer city, we recommend a focus on three key areas to prevent crime.

Key Recommendations

A. Continue transition from a “react and respond” to a “citizen-focused and community policing” model.

Deploy a Hope One Mobile Outreach Unit to offer resources and options for those undergoing substance abuse problems and train residents on Narcan use to save lives. Engage a private sector professional to train rank and file on client service techniques and neighborhood policing plans. Expand Adopt a Block programs. Add additional Citizen Virtual Patrol cameras

and a connected phone app for easier access by citizens. Focus on policing smaller geographic areas and at-risk groups and individuals for more efficiency, and citizen-police partnerships. Conduct public safety roundtables to offer a forum for law enforcement and the community to engage in discussions, creating opportunities for violence intervention and mentee referrals. Generate candidates from Newark for police and fire positions by bringing trainers into the public schools to prepare students for the testing process.

B. Reduce Domestic Violence Through Prevention.

Domestic Violence is on the rise in Newark and becoming an increasing part of shootings and homicides. We recommend strategies to reduce the amount of domestic violence and to ensure that victims, victim’s family members, and when appropriate, the perpetrators, receive the resources that they need to heal and move forward. Identify housing for victims and families in need of relocation to escape domestic violence situations. Recycle cell phones, format them to dial 911 and give them to victims in need of a phone and under threat of further violence. Enact a school district-wide response to children who witness violence providing mentors for victims and establish healing centers throughout the city. Ensure that all who provide domestic violence services are professionally trained in the National Coalition to End Domestic Violence curriculum, as well as Essex County Prosecutor’s Office Sanctuary Training program. Implement automatic mobilization of the Domestic Violence Response Team for all domestic violence calls. Create a police-based victims’ assistance program to provide victims with culturally appropriate services.

C. Make Newark a Trauma-Informed City.

A Victims’ Service Demonstration Project is being developed involving social workers embedded with police to address the needs of those surviving all forms of violence. This will build awareness and understanding of trauma-informed care, ultimately increasing trauma informed partnership of law enforcement and the medical community. Create trauma-informed city and school services educating residents, civic leaders, business people, and faith-based leaders about the damaging short and long-term effects of trauma. Develop interventions that help adults and children in dealing with the effects of trauma already experienced. The Clergy Alliance is examining a plan for intervention in patterns of repeated domestic violence to help stem recurring incidents. Continue trauma informed training for citizens and first responders.

Environmental Sustainability

Introduction: Newarkers have been working for decades to build a cleaner, greener, and healthier community. Newark Sustainability Action Plan 2020 developed through a process of community involvement builds on past efforts. Under the leadership of Mayor Baraka, the City conducted an extensive community engagement process to gather citizen input on the highest priority needs and wants of Newarkers with respect to urban sustainability, quality of life, environmental health, and green economic opportunity. Our key Newark Forward recommendations are based on that plan.

Key Recommendations:

A. Develop and maintain green spaces in every Newark neighborhood to enhance quality of life by beautifying streets, providing outdoor recreation and gardening opportunities, and reducing heat and street flooding.

The City will collaborate in the creation of a comprehensive, publicly accessible inventory of green and open spaces and a process for activating city-owned vacant lands deemed appropriate for interim or permanent green space. The process will crosscheck potential areas for green space expansion with a list of brownfields to inform a strategy for restoration and reclamation. A priority list of properties will be targeted for permanent green space creation, preservation, or expansion focused on the potential to mitigate street flooding and to improve air quality by reducing particulates (dust) near vulnerable populations. Staffing is needed for programming to draw residents and visitors to well-maintained green spaces for community-building events and activities.

B. Hire and deploy a “Children’s Health Officer” (CHO) dedicated to enforcement of (and outreach around) existing environmental health laws including: truck routes, vehicle idling, lead safety, and code violations that create unsafe conditions in and around abandoned houses and through exposure to environmental toxins.

The CHO will collaborate to develop and implement initiatives to: Develop and disseminate educational and outreach materials to reduce resident exposure to lead and asthma triggers in the home (paint, water, and soil); coordinate enforcement action of commercial truck routes, and passenger, light-duty and heavy-duty vehicle idling to reduce resident exposure to diesel particulates; identify, prioritize, and solicit funding or financing for the clean-up of contamination sources stemming from brownfields and other toxic building sites; identify health and safety hazards associated with the presence of poorly managed vacant and abandoned homes and develop a multi-pronged strategy to address these blighted areas to mitigate impacts on Newark’s youth such as chronic stress from excessive noise and light emitted by multimodal transportation sources, and/or sensitivities to the expansion of electromagnetic fields.

C. Make robust career track programs available to youth and adults in fields such as green storm water management, energy, food entrepreneurship, materials reuse, and environmental health protection.

Create and maintain an inventory of educational and out of school programming efforts related to ecological stewardship highlighting local internship opportunities. Develop and publish a Jobs/Internship board where paid summer, after-school, and full-time employment opportunities related to the environment and sustainability can be posted. Engage a wide range of professionals in environment-related fields to serve as speakers and provide career exposure to Newark youth engaged in Summer Youth Employment Program, Opportunity Youth Network, and Newark City of Learning Collaborative programs. Develop programs that train adults in viable career opportunities related to environmental health and urban sustainability.



Workforce Development

Our overarching theme has been to continue the progress of the past four years by building upon programs and initiatives that currently exist and integrate them into a collaborative coordinated system. There are important ongoing initiatives that address workforce development, school-to-career pathways and the importance of the private/public partnerships in government, education, community and business. Our goal is to support, not supplant, what is already in motion and to explore options to enhance all of these services while providing greater access to them for the residents of Newark.

Key Recommendations:

A. Increase Workforce Funding.

Since 2014 the New Jersey Department of Labor has reduced its workforce funding to NewarkWORKS by \$1.5 million, 23 percent of the total allocation. NewarkWORKS lacks sufficient funding to fulfill its mission of providing educational services, career based vocational and occupational training, job readiness and placement, and support services to help residents remove barriers to employment and assist them on the path to self-sufficiency. With the new State Administration in place, Newark can work towards stabilizing its current funding levels and apply for specific industry sector training programs for jobs that are plentiful in and unique to the Greater Newark area (i.e., Aircraft Mechanics, Advance Manufacturing, Technology, Medical Assistant & Patient Care Tech). The City should also approach businesses to contribute funds for industry specific training for both new and incumbent Newark resident workers. The businesses would then employ and provide career pathways for advancement in their companies.

B. Establish partnerships with Newark Public Schools and Essex County Vocational Schools to work with students beginning in middle school and provide them information on careers and in-demand occupations in the Greater Newark Area.

Create a schools-to-career pipeline. Provide post-secondary education and vocational training information to students through school visits, documents sent home to parents, guidance counselors and school administrators. Provide career mentoring, internships and summer/after-school work experience in the specific areas where students express interest. Solicit commitment from employers to help design curriculum and training programs with an additional commitment to hire program graduates. Provide work-based learning activities such as internships, job shadowing, on-the-job training and employer school training programs through employer partners.

C. Engage community partners in workforce development.

Launch a coordinated public information campaign about workforce development programs and services using social media, public service announcements, ads on local cable outlets, the City website and outreach by community based organizations, housing, clergy, and city agencies. Collaborate with county college and workforce programs on training grants and career services. Coordinate an annual Career Opportunity



Summit along the lines of the 2017 My Brother's Keeper Alliance event. Include community based organizations, training providers, businesses and government agencies. In addition to employment opportunities, provide career mentoring workshops and vocational training information sessions

D. Use Data and Information More Effectively.

Create an online database that catalogs workforce development program service providers throughout the city. Give agencies the ability to upload and update their information. Create a centralized place for employers coordinated with Newark2020 to post employment opportunities so that qualified jobseekers can be matched accordingly. Use quarterly labor market reports from the NJ Department of Labor to identify in-demand occupations, growing employment sectors, training and education requirements, and career trends in Newark. Use data to set standard criteria for measurable success outcomes in workforce training programs measuring earned credentials, educational advancement, job placement and job retention. Use data to identify specific characteristics and demographics of residents who are obtaining employment including information on types of jobs, salaries, requirements and training programs accessed so the City will know which populations and areas to target with information.

Education

With the return of the Newark Public School District to local control, a period of transition and strategy development has begun. These recommendations reflect Mayor Baraka's commitment to the mobilization of the city's resources, higher education, public institutions, foundations, community organizations, and schools



to create an environment in which children and adults thrive. It is based on a bold holistic systems approach that uses and leverages the resources that influence and shape the neighborhoods and communities where each of our schools and higher education institutions are nested, in order to galvanize the assets and strengths of our city to foster a culture of life-long learning and success for all of the children and adults in our city.

Key Recommendations:

A. Shifting the Education Paradigm in Newark.

Strengthening the collaborative relationship between the city and all educational institutions in the city, particularly the Newark Public Schools and the institutions of higher education, is essential. The Mayor's Office of Comprehensive Community Education (OCCE) will utilize the resources of the City to promote attendance initiatives, support student participation in school governance bodies and community organizations. The OCCE will continue to elicit input from the community at-large on ways to utilize the cultures, languages, and resources of our city in school and community-based education practices. OCCE will encourage and support systemic improvements in dissemination of information to parents and community and creation of innovative family engagement. OCCE will continue to advocate for the development of culturally responsive education through continued partnerships with Newark Public Schools, other pre-k through 12 education institutions, local universities, and leaders in the field to develop culturally responsive education.

B. Expanding the Mission of the Newark Children's Cabinet.

The Children's Cabinet was designed to increase communication and coordination among city and county agencies and departments, community-based organizations, advocacy groups, foundations, higher education institutions, and the Newark Board of Education, in order to better support students and their families. OCCE will work to increase the direct involvement of City of Newark department directors within the

Cabinet. OCCE will scale up its most successful pilot projects, and work to increase the visibility of the Children's Cabinet by working to incorporate information about the Cabinet and its work in City communications, the City website, and on all City social media platforms. Youth and parent /caretaker representation will be added to the full cabinet and committees.

C. Strengthening Engagement with the Newark City of Learning Collaborative.

The Newark City of Learning Collaborative (NCLC) exists to not only ensure that more students remain on-track to high school graduation, but also to enhance the level of readiness of students to enter college prepared to do college-level work, and subsequently, the number of students who complete a degree. NCLC has enabled Newark to develop an authentic civic infrastructure of collaboration in support of higher levels of college enrollment and completion. In collaboration with NCLC, the OCCE will engage City departments to raise public awareness about college and career readiness through year-long citywide activities. OCCE will work with NCLC to implement year-round college and career readiness workshops, utilizing the Office of the Mayor to promote NCLC and its events and activities to residents.

D. Launching a Comprehensive Newark Literacy Initiative.

A concerted effort is necessary to ensure that Newark residents of all ages read at their grade level and their capacity. The OCCE proposes to become a key partner in a major citywide collective impact literacy initiative, putting the full force of the Mayor's influence behind increasing literacy in the city of Newark for all age groups. The City will participate as a lead partner in the convening of a broad-based citywide literacy coalition to engage all sectors in a multi-faceted collective impact effort to improve literacy in Newark. Some components of this major citywide literacy initiative will be: the convening of youth literacy forums, the launch of the Mayor's Book Club, and intergenerational literacy coaching. The Newark Literacy Initiative will align with and support literacy initiatives of Newark schools.



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